

Natroshvili S.G.

STRATEGIC MANAGEMENT INSTITUTION OF HIGHER EDUCATION: INTERNATIONAL EXPERIENCE AND UKRAINIAN REALITIES

У статті розглядаються особливості діяльності вищого навчального закладу як специфічної освітньої корпорації, яка функціонує у конкурентному середовищі на ринку освітніх послуг. Обґрунтована необхідність розробки та впровадження методик стратегічного управління у закладах вищої освіти.

Ключові слова: стратегічне управління, вища освіта, вищий навчальний заклад, ринок освітніх послуг, конкурентне середовище.

In the article the features of the higher educational institution as a specific educational corporation that operates in konkuretnomu environment in the educational market. The necessity of developing and implementing methods of strategic management in higher education.

Keywords: strategic management, higher education, higher education institution, the education services market, competitive environment.

Introduction. Higher education in Ukraine is developing quite rapidly, but mainly on extensive basis. One of the economic factors that hinders the transition of the higher education innovation development model is the lack of investment.

Higher education institutions are subject to the educational market, which are covered by objective market laws. Therefore, the development of higher education institutions should be based on implementing the principles of strategic management, which are implemented in the mission of institutions, strategic program (strategy) settled strategic objectives.

Review of the literature, the choice of methods. For justification of advanced financial and economic models of investment higher education system it is published a lot of scientific papers. However certain strategic objectives of this sector should be clarified with the need to strengthen global competitiveness.

The purpose of the article is to present the results of research on financial support for investment institutions of higher education, to make evidence-based suggestions for improvement of financing of higher education, to meet modern challenges.

Analysis of the research and publications.

The main system characteristics of the globalization are information and communication revolution, the growth of the transnational research and educational

networks and relationships, integration of the world economy and the competition of the nations and markets. In these circumstances, our country must clearly identify priorities for the education system to ensure its international

Education is one of the most important components of the human development. Today highly developed nations of the world clearly demonstrate how important is the system of higher education to implement structural reforms, innovation, bearing human freedom and self-improvement, wealth, growing needs, social security and so on. Globalization of the world, the rapid development of scientific research, new information technologies require accelerated development of advanced innovative education, creation of conditions for development of personality, her intelligence and spirituality. Today we can speak of a new globalization of the world market for higher education, in which the mass distribution of education is seen as a guarantee of the country's competitiveness in the new global economy. Therefore, the study of trends and consequences of globalization of the world market of educational services for the educational system of Ukraine is an important and urgent problem.

Integration processes in higher education intensified globalization, which was the determining factor in the development of post-industrial world. This is evidenced by an appearance on the basis of new information and communication technologies for new forms of learning and new areas of international education; increase the number of research centers engaged in current issues of training and develop appropriate recommendations; efforts of developed countries to carry out a coherent policy, and even develop a single strategy in the field of education, including university (ECTS). However, there is an urgent need to identify the main directions of export of educational services in Ukraine in a globalizing world educational

Today, the notion of "global education market" as a new process is manifested in the development of international relations in the field of training. Globalization of education is uneven: currently in the lead in this area the U.S., which controls a third of the international education market, followed by the United Kingdom - 13% Germany - 10, France - 9%. According to experts, the amount of the education market in 2010 reached 110 billion U.S. dollars, and the competition will continue to grow. Globalization of Higher Education Space is a process of integration of educational

services as a whole, which includes the transition to uniform educational programs. Among the main conditions of globalization of educational services can be identified:

- the general trend of globalization of the world economy;
- development of the world labor market;
- development of the information society.

Modern effects of the globalization is felt particularly acutely after the global financial crisis of 2008 clearly highlighted two groups of countries - those who benefited from globalization and losers. Won the most economically developed countries and financial-industrial groups that formed on their basis. The category of losers is less developed countries for which the movement towards an integrated system of world order turned enormous material and social expenses. However, the processes of globalization for both Ukraine and most countries are inevitable. Thus, an important task at this stage is to preserve Ukrainian identity, culture, mentality, educational potential etc.

An important factor in the international competition for the education market is the development of export education, providing an additional source of revenue for schools, is part of their image and credibility and necessary condition for the effective development of education and science in the country. Exports of educational services today introduced four basic models: students abroad, distance learning, opening branches, faculty exchange.

In a globalized educational market in Ukraine to introduce a range of measures to ensure the protection of the interests of both national institutions and would speed the process of integration of educational markets by increasing exports of educational services:

- accessibility of foreign students receiving education in universities in Ukraine, including the facilitation of entrance exams, visa for foreign students, documenting and free access to information;

- state support for students abroad, which now, increasingly, carried out in Ukraine exclusively funded by private philanthropists and foundations to support gifted youth. A good example to follow include cooperation between the state and students in

India, where the student shall be exempt from payment of the cost of studying abroad in case he returns to work at home.

- expansion of the licensed volume training places in the most prestigious educational institutions of Ukraine;

- the use of marketing tools, including a set of measures aimed at increasing demand for education services domestic institutions;

Today, the main constraints of exports of educational services and the formation of a competitive educational environment in Ukraine, in our opinion, are:

1. Unstable political environment, and as a result, lower security training;
2. Powerful development of new competitive global education market participants.
3. Disparity of educational quality existing requirements world educational process;
4. Low quality management system education, and as a result, high levels of wear logistics, reducing the quality of the teaching staff;
5. Lack of government support for training of local students abroad and the low level of investment in the development of science.
6. Unpreparedness national universities for teaching students were hard visas etc.

Contemporary processes of globalization in all spheres of social life involve building a single educational space based on integration of national markets, educational services and harmonization of educational standards. In the current context of globalization at all levels of functioning of national economies in the world main trend of the global education market as part of the socio-economic system is integration.

International experience shows that the vast majority of the education market consists of public and private sectors. The public sector, which funds the government, sends in education for reimbursement for educational services. The private sector (non-government) in which educational services are sold and consumed at market prices. In this market of educational services operate private commercial institutions or government agencies providing services on a contract basis. Future directions of research could be the study of international experience and internationalization features

educational activities of public and private higher education institutions, mechanisms to attract private sector funding to universities and others.

On the basis of the dynamics of creative economics becomes an active use of creative abilities and groups of people, including a key role occupied by the knowledge, skills, initiative, innovative thinking, the ability to produce adapted to the conditions of validity of ideas and innovations. Managers of the leading companies in the world consider economic growth reserves especially in the massive innovation in all areas of intellectual activity, with its leading task, innovative saturation work content and promotion of creativity. It is estimated that in the United States almost 2/3 of "white collars" is focused on creative work, which involves not only the language of ideas and their prospective evaluation, but the implementation of these ideas, followed by commercialization. This manifestation is known in the West, an expert on HR Inhlehart R. said: "People are employed only where necessary human evaluation, reasoning and creativity ... major is not physical strength and ability to innovate).

State and local governments provide budget institutions financing, based on an understanding of their functioning support (educational and cultural institutions, research institutions, governments, jurisdictional authorities, etc.). Budget institutions financing, as well as some other companies, organizations and individual activities is accomplished, as a rule, on the basis of the estimate planning methodology.

In practice of budgetary institutions financing, there is also a problem of determining their optimal number (because it affects the amount of expenditures for the maintenance of such institutions).

The basic challenges, which face the higher education system of Ukraine were distinguished with regard to the need of systematic transformations in this area, namely: the need for refusal of old teaching methods; overcoming the isolation of Ukrainian higher educational achievements in the world science and real market needs, strengthening the skills of the staff members, retraining those who have no computer skills, interactive teaching methods, and foreign languages (special attention is needed to coaches of retirement age, representing more than 28% of the universities staff in Ukraine); ensuring the educational infrastructure development; improving the quality of educational services, the adaptation of higher education in Ukraine to demographic

challenges (i.e., to reduce the number and to change the age of students); achieving a balance between the educational services market and the needs of a dynamic labor market development in Ukraine (taking into account the trends of internal and external migration); orientation of higher education on the target (professional) employment of young specialists; the need for use of continuing education ("education for life") in Ukraine, which is consistent with the objective of building an innovative society, the formation of "knowledge economy", etc.

References

1. Concrete Future Objectives of Education Systems., <http://europa.eu/int/scadplus/leg/en/ch>.
2. Education and Training in Europe: diverse systems, shared goals for 2010. The work programme on the future objectives of education and training systems. - <http://europa.eu.int/comm/education/policies>.
3. Hausman D.M. The inexact and separate science of economics / D.M.Hausman. – GB: Cambridge, 1992 – 588 p.
4. Model of the strategic management of the higher educational institutions on the basis of the realization of the competitive advantages / P.Dudko // Modern Science – Moderní věda. - 2014. - № 2. - Pp. 16-23.
5. Natroshvili Svitlana. Problems and prospects of the development of the higher educational institutions in the post-socialist countries / S.Natroshvili // Modern Science - Moderní věda. – 2014. - № 3. – P. 128-134.
6. Natroshvili S. Financing of higher education development in Ukraine: problems and prospects / S.Natroshvili. – Strategy of Quality in Industry and Education. – Varna, 2013. – Volume III. – P. 313-317 (0,3 p.p.).
7. Zakharin S.V. Transformation of Higher Education in Ukraine // Polgari Szemle. – Learned Paper for Economic and Social Sciences. – 2013/ 1-2. – Budapest (Hungary). – P. 352-360.